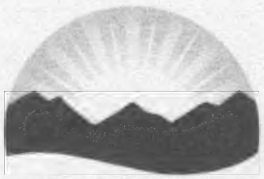
Destination British Columbia

2014/15
ANNUAL SERVICE PLAN REPORT



BRITISH COLUMBIA Destination British Columbia™

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Board Chair's Message and Accountability Statement

On behalf of the Board of Directors of Destination British Columbia (Destination BC), I am pleased to present our *2014/15 Annual Service Plan Report* that reflects Destination BC's performance for the 12 months ended March 31, 2015. The content of this report was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*. During this performance period, the Corporation's operations have been consistent with the Taxpayer Accountability Principles.

British Columbia's tourism industry experienced another year of strong growth in 2014, with a 5.3 per cent increase in international visitor arrivals and increases in accommodation occupancy and daily accommodation room rates across most of the province. Destination BC played an important role in this success, marketing British Columbia domestically and internationally as a coveted tourist destination while promoting the development, enhancement and growth of the tourism industry throughout the province.

Destination BC is focused on achieving results: growing the tourism sector through high impact, innovative and creative marketing, enhancing the visitor experience, developing and maintaining strong collaborative relationships with tourism industry, communities, First Nations and cross-government partners, and managing the Corporation with accountability, efficiency and effectiveness. One of Destination BC's key achievements, in our second year of operation, was the launch of our new Corporate Strategy and Marketing Plan and the revitalized *Super, Natural British Columbia*® brand, providing a consistent marketing platform for BC's tourism system to rally behind. Our revitalised brand received world-wide attention, culminating in our brand video taking first prize at the 14th Annual International Tourism Film, Print and Multimedia competition at the March 2015 ITB (Internationale Tourismus-Börse) Travel Trade Show in Berlin, the world's leading travel trade show. Other highlights of the past year are outlined in the Report on Performance section of this report.

Destination BC's financial position is sound, with an operating surplus of $101,000 in 2014/15. Provincial government funding of $50.974 million was supplemented by $3.256 million in revenue generated by the Corporation. Revenue generated by Destination BC exceeded forecasts, largely due to the sale of BC Magazine, and was reinvested into strategic marketing initiatives.

On behalf of the Board of Directors, I would like to thank management and staff for their dedication and contribution to the organization and its success. I would also like to thank the Minister of Jobs, Tourism and Skills Training and the Minister of State for Small Business and Tourism, along with their staff, for their on-going support to our organization during 2014/15.

The Destination BC *2014/15 Annual Service Plan Report* compares the Corporation's actual results to the expected results identified in the *2014/15 - 2016/17 Service Plan*. I am accountable for those results as reported.

Andrea Shaw
Board Chair

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Purpose of the Organization

Tourism is a critical sector within BC's economy. In 2013, the tourism industry generated $13.9 billion in revenue, an increase of 3.6 per cent over 2012 and a 44 per cent increase since 2003. In addition, tourism contributed $7.3 billion to provincial GDP and employed over 132,000 people. The tourism industry also generates social and cultural benefits for all British Columbians.

The tourism sector is comprised of thousands of businesses hosting millions of consumers, some of whom only visit once, while others visit many times. Destination BC, operating under the *Destination BC Corp. Act*, plays a critical role in:

- maximizing long term industry growth by providing a unifying and consistent brand and marketing strategy for the tourism sector that motivates travellers from around the world to visit and encourages British Columbia's residents to travel within their province, and
- providing leadership and direction for the expansion and strengthening of British Columbia's tourism products and experiences, including aboriginal cultural tourism. Destination BC delivers branding, marketing and destination development activities directly and through contracted third parties, such as BC's Regional Destination Marketing Organizations.

Gaining the Edge, a Five-year Strategy for Tourism in British Columbia 2012-2016, the tourism sector's strategy for *Canada Starts Here: the BC Jobs Plan*, gave the context for Destination BC's new Corporate Strategy and Marketing Plan and the revitalized *Super, Natural British Columbia*® brand which were released on November 4, 2014.

Strategic Direction and Context

Strategic Direction

Destination BC's strategy aligns with the Corporation's mandate, articulated in the *Destination BC Corp. Act*, and with its 2014/15 Government Letter of Expectations, which outlined direction that reinforced the Corporation's mandate and identified strategic priorities for 2014/15. Additionally, provincial public sector organizations in BC, including Destination BC, operate under the government's new Taxpayer Accountability Principles which strengthen accountability, promote cost control and ensure the organizations operate in the best interest of taxpayers.

Strategic Context

In 2014/15 Destination BC made a number of organizational changes in order to better focus resources on its core mandate. These included selling BC Magazine to a private sector publisher, transitioning visitor services at the Vancouver International Airport to the Airport Authority, and winding down Destination BC's accommodation inspections and reservations programs.

The divestiture of these activities in 2014/15 will free-up resources for marketing the province domestically and internationally as a tourist destination and promoting the development and growth of the tourism industry in British Columbia in 2015/16 and beyond. In addition, Destination BC developed new opportunities for collaboration with Destination Canada (formerly known as the Canadian Tourism Commission) and Travel Alberta, and began the work

of refining the role of BC's Regional Destination Marketing Organizations.
Over the long run, the growth of the tourism industry is the key indicator of success of the Province's tourism strategy and Destination BC. However, year to year, many factors, both positive and negative, may affect the industry's performance. In 2014/15 these included the

- depreciation of the Canadian dollar against the US dollar, which made BC more attractively priced for American visitors but increased the cost of advertising in the US;
- fall in the price of oil which decreases the cost of travel to BC but negatively impacted Alberta, one of our largest markets;
- increase in air capacity from Japan, which led to increased visitation from this market and demonstrates the importance of adequate air access; and
- poor snow conditions at many ski resorts around the province, which adversely affected industry performance in some areas of BC during the winter season.

Report on Performance

Destination BC completed all actions it was directed to in the 2014/15 Government Letter of Expectations including:

- completing development and beginning implementation of a three-year marketing plan aligned with *Gaining the Edge*,
- executing marketing campaigns in British Columbia's priority and emerging markets,
- leveraging funds from the private and public sectors to support marketing and development initiatives,
- developing and publishing contracts with Regional Destination Marketing Organizations that included clearly specified deliverables and performance measures upon which funding was predicated,
- showcasing high potential products, such as ski and Aboriginal cultural tourism,
- planning to ensure the implementation of upgrades to visitor services starting in 2015/16, and
- reporting regularly to the Minister on progress toward *Gaining the Edge* goals, using key performance indicators developed in 2013/14.

Destination BC's Board signed a Taxpayer Accountability Principles addendum to the 2014/15 Government Letter of Expectations in September 2014. Destination BC evaluates all of its activities through the lens of the Taxpayer Accountability Principles in terms of cost consciousness, accountability, appropriate compensation, service, respect and integrity. For example, in 2014/15 Destination BC:

- completed and posted a new, more comprehensive Standards Of Conduct,
- informed, oriented and trained the Board and executive about the Taxpayer Accountability Principles,
- met regularly with the Minister, Deputy Minister and other Ministry executives,
- improved transparency and accountability to industry stakeholders and the public by communicating its strategy and activities through the corporate website, Twitter and a new monthly newsletter, and by posting contracts with BC's Regional Destination Marketing Organizations,
- changed the business model for delivery of overseas marketing services in United Kingdom and Japan to improve cost effectiveness, and

- divested non-core activities.

A Strategic Engagement Plan will be finalized, in conjunction with the Ministry of Jobs, Tourism and Skills Training, early in 2015/16 and Destination BC will work with the Ministry to develop an Evaluation Plan with specific efficiency and performance measures as they pertain to the organization's health and performance against the Taxpayer Accountability Principles. The plan will be implemented in 2015/16 and reported in the *2015/16 Annual Service Plan Report*.

Goals, Strategies, Measures and Targets

As reported in detail below, Destination BC achieved or exceeded most of the 2014/15 targets set in the 2014/15-2016/17 Service Plan. In addition to meeting performance targets, some of Destination BC's key achievements in 2014/15 were:

- Destination BC successfully launched the revitalized *Super, Natural British Columbia*® brand on November 4, 2014. The revitalized brand has been very well received in British Columbia and internationally. For example, Destination BC's brand video took first prize at the 14th Annual International Tourism Film, Print and Multimedia competition at the march 2015 ITB (Internationale Tourismus-Börse) Travel Trade Show in Berlin, the world's leading travel trade show.
- Destination BC successfully delivered the province's winter marketing campaign, working collaboratively with BC's destination ski resorts and utilizing the revitalized brand. The North America ski campaign achieved a 10 per cent increase in website visits over the previous year.
- Destination BC's new strategy led to the Corporation transitioning out of some lower impact business activities, freeing up $2 million to be reinvested in marketing British Columbia in the future.
- Destination BC's @HelloBC Instagram account was recently included on Huffington Post Canada's list of '30 Canadian Instagram Accounts You Need To Follow'. The stunning images on the account, which are curated by the Corporation's social media team from thousands of BC photos tagged every week with #exploreBC, put @HelloBC on this exciting list. Use of #exploreBC on Instagram topped 350,000 in 2014.
- Destination BC launched 'The Wild Within Virtual Reality Experience', using Oculus Rift technology, an interactive, three-dimensional video, to market British Columbia to the domestic and international travel trade and travel media. Destination BC was the first destination marketing organization in North America to use virtual reality to promote the destination. The tool has received widespread and positive media coverage.
- Destination BC completed its component of the government directed, and Ministry of Jobs, Tourism and Skills Training led, plan to invest $3 million per year over 3 years in visitor services and rest stops, starting in 2015/16.
- Destination BC held over 20 formal consultation meetings with community, regional and industry stakeholders on the new corporate strategy, revitalised brand and marketing programs, including the proposed new approach to co-op marketing, in communities across the province. The consultation was designed to enhance alignment of provincial, local and sector marketing efforts.
- Destination BC held province-wide consultations with visitor centres, chambers of commerce and other community tourism stakeholders to develop a forward-looking visitor services

strategy that will deliver information and services to visitors when and where they need them, through their preferred communications channels.

- Destination BC adopted Destination Canada's Explorer Quotient® consumer segmentation tool and has made it available, at no cost, to all BC tourism industry stakeholders. Adoption of the EQ segmentation will lead to greater alignment between national, provincial, community and industry marketing strategies, amplifying the impact of taxpayer and private dollars spent marketing British Columbia.

In the following section, targets for 2014/15, 2015/16 and 2016/17, from the 2014/15-2016/17 Service Plan, are reported. Some of the targets for 2015/16 and 2016/17 were subsequently revised in Destination BC's 2015/16 - 2017/18 Service Plan.

Goal 1: Attract visitors to increase tourism industry revenue.

Strategy

Deploy a combination of media relations, travel trade and consumer direct marketing activities to connect consumers to travel information and products through the channel of their choice.

Performance Measure 1.1: Number of visits to Destination BC consumer websites.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Number of visits to Destination BC consumer websites.	NA	NA	8.5 million	8.3 million	9.1 million (Target Exceeded)	8.6 million	8.9 million

Data Source: Destination BC

Discussion:

To attract more visitors and contribute to the Province's goal of increasing tourism revenue, Destination BC works to increase potential visitors' awareness, interest and sense of urgency to visit British Columbia and then facilitates purchases by connecting visitors directly, or through third parties, to BC's tourism products and services.

The number of visitors to Destination BC's consumer websites, including HelloBC.com and all the international language websites, is a key measure of the success of marketing activities designed to move consumers down the path to purchasing a trip to, and throughout, British Columbia. Providing online content, which provides both inspiration and information, is crucial to enabling potential tourists to make plans to visit the province. The websites are designed to make it easy for consumers to explore BC's many tourism products and services, connect with tourism businesses and finally, to make the decision to visit. The websites reflect the full range of tourism opportunities across BC, helping to ensure that communities across BC experience increased visitation and the benefits tourism can bring. Destination BC's 2015/16 – 2017/18 Service Plan includes new performance measures for this goal, reflecting the new Corporate Strategy and Marketing Plan.

Goal 2: Remarkable Guest Experiences – Assist industry to develop, deliver and maintain a world-class guest experience.

Strategies

- Improve the guest experience through integrated visitor information services.
- Assist tourism businesses to meet and exceed guest needs and expectations.

Performance Measure 2.1: Visitor Centre Network satisfaction with programs and services.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Visitor Centre Network satisfaction with programs and services.	NA	NA	97%	97% (Rated either good, very good or excellent)	96%	97%	97%

Data Source: Destination BC and third party independent research firm.

Performance Measure 2.2: WorldHost™ program participants.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
WorldHost (1) program participants.	NA	NA	13,348	13,000	14,726[2] (Target Exceeded)	14,000	15,000

Data Source: Destination BC and third party independent research firm.
(1) **WorldHost** offers a suite of courses that improve customer service.
(2) One time increase due to 2015 Canada Winter Games training.

Discussion:
The delivery of outstanding experiences for guests from around the world, including BC residents travelling within the province, is critical to achieving higher revenues via increased spending, longer stays, repeat visitors and recommendations (through word of mouth and social media). The responsibility for outstanding experiences lies largely with tourism businesses, supported by visitor centres and servicing. In 2014/15, Destination BC contributed to enhancing the overall quality of the guest experience throughout BC by supporting community visitor centres to provide information to visitors and by providing tools, education and training programs, such as **WorldHost** training, for tourism businesses and organizations. The satisfaction of visitor centres with Destination BC support programs and services was essentially unchanged from 2013/14, while **WorldHost** training targets for 2014/15 were exceeded, partly due to training for the 2015 Canada Winter Games in Prince George. As a result of the new corporate strategy and marketing plan s, Destination BC is developing new programs to enhance the guest experience and has developed direct measures of the quality of visitor services and guest experiences, which are outlined in the new 2015/16 – 2017/18 Service Plan.

Goal 3: Strong Relationships – Engage and collaborate with key industry stakeholders, partners and governments to align and focus collective tourism marketing efforts.

Strategies

- Increase the amount of private and public sector funding contributed to joint marketing initiatives between the BC industry and Destination BC.
- Strengthen relationships with key industry stakeholders and cross-government partners.

Performance Measure 3.1: Private and public sector funds leveraged by Destination BC co-operative marketing programs.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Private and public sector funds leveraged by Destination BC co-operative marketing programs.	NA	NA	$6.90 million	$7.25 million	$7.10 million (Target not Achieved)	$7.60 million	$8.00 million

Data Sources: Destination BC

Performance Measure 3.2: Stakeholder satisfaction with Destination BC programs and services.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Stakeholder satisfaction with Destination BC programs and services. (1)	NA	NA	6.09 (out of 10)	Maintain or improve over baseline	6.62 (Target Exceeded)	Maintain or improve over baseline	Maintain or improve over baseline

Data Sources: Destination BC and third party independent research firm.
(1) Tourism businesses comprise one of the six strata whose satisfaction is tracked through the corporate stakeholder survey. Scores of the other strata are reported elsewhere and used to inform corporate planning and program evaluation.

Discussion:
A key objective of Destination BC is to increase collaboration, coordination and alignment in marketing and destination development activities across the BC tourism industry. One approach that Destination BC takes to achieve this is to use its marketing funds to leverage and align private and public sector funding. After consulting with stakeholders, Destination BC delayed

the rollout of a new co-op marketing program until 2016/17, hence delaying the anticipated increase in funds leveraged by Destination BC programs. Future targets were adjusted appropriately in Destination BC's new 2015/16 - 2017/18 Service Plan.

To ensure that Destination BC delivers programs and activities that provide value for tourism sector stakeholders, an independent third-party survey of industry stakeholders is conducted at the end of each fiscal year. During 2014/15, Destination BC engaged in broad consultation with industry stakeholders on a range of programs and announced significant changes to some non-core business areas. It is encouraging to see the substantial increase in stakeholder satisfaction as Destination BC began implementation of its new corporate strategy, shifting its resources to have a greater impact for British Columbia's tourism industry.

Goal 4: Business Efficiency – Conduct our business efficiently in a changing environment.

Strategy

Ensure cost effective provision of support services that meet business requirements.

Performance Measure 4.1: Percentage of Destination BC funds allocated to support services.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Percentage of Destination BC funds allocated to support services.	NA	NA	9.0% (Restated from 4.6%[1])	<10%	8.5% (Target Exceeded[2])	<10%	<10%

Data Source: Destination BC Annual Financial Statements.

(1) Effective April 1, 2014, Shared Services BC commenced charging Destination BC for facilities and technology services. This charge was offset by a budget transfer from Shared Services BC to Destination BC. Actual 2013/14 expenditures have been restated to include expenditures made by Shared Services BC that year on behalf of Destination BC.

(2) This % includes an allocation for the costs of staff performing corporate human resource functions. These costs were budgeted and charged to Research, Strategy and Communications.

Discussion:

Destination BC must maximize funds for tourism marketing through innovation and the careful management of human and financial resources. Monitoring corporate support costs provides an important indicator of cost containment, conformity to the Taxpayer Accountability Principles, and informs the business operations decisions of senior management and the Board of Directors. Support services costs are defined to include accounting operations, facilities, administration, human resources, the Chief Executive Officer's office and Board expenses and are measured as a percentage of total annual expenditures. Lowering support services costs increases the funds available for tourism marketing.

Goal 5: Our People – Develop and empower a team that is engaged, strategic, responsive and innovative.

Strategy

Attract, retain and develop highly skilled and engaged people.

Performance Measure 5.1: Employee engagement.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Employee engagement.	NA	NA	3.53 (out of 5)	Maintain or improve on baseline	3.91 (Target Exceeded)	Maintain or improve on baseline	Maintain or improve on baseline

Data Source: The annual Employee Engagement Survey is executed by an independent third party research firm and takes place at the end of each fiscal year.

Discussion:

The long-term success of Destination BC depends on talented and engaged employees dedicated to the success of the organization and its goals. The annual evaluation of employee satisfaction and engagement assists the Board of Directors and senior management in identifying opportunities to build employee engagement and ensure the creation and maintenance of a stable and thriving workplace. Destination BC underwent significant internal change during 2014/15, releasing a new strategy, winding up a number of non-core businesses and restructuring the organization. While challenging, this created a vision and clarity for staff and contributed to the increase in employee engagement. Job satisfaction rose and most employees reported being inspired by Destination BC to do their best work. The 2014/15 survey identified a number of areas that the organization will focus on in 2015/16 as it continues to improve employee engagement.

Financial Report

Management Discussion and Analysis

2014/15 was the second year of operations for Destination BC. Following an operating surplus of $209,000 in 2013/14, the Corporation had a 2014/15 operating surplus of $101,000 for an accumulated surplus of $310,000.

With the completion of the Corporate Strategy and Marketing Plan during the year, budgets were reallocated among the core business areas to better achieve corporate goals and objectives and to fund priority initiatives required during the year. This contributed to the variances in the table below between actual results and Service Plan Budget.

On the revenue side, Deferred Government Contributions were lower by $318,000 as these contributions directly offset amortization costs, which were lower due to delays in capital expenditures in order to match the new corporate strategy. Other revenue was $204,000 higher than budget. However, excluding the one-time recognition of deferred revenue of $875,000 as a result of the sale of BC Magazine, there was a decrease in revenue in the amount of $671,000. This decrease was due to divestments of non-core business lines such as BC Magazine and YVR Visitor Centre, as well as lower fees for the listings program, and decreases in publications advertising and reservation revenues. The net cost savings achieved due to divestments were allocated to other priority areas such as marketing.

On the expenditure side, Global Marketing's increase over budget of $2,446,000 is mainly due to the new brand development costs and other priority marketing initiatives. This was offset by a decrease in spending in Destination and Industry Development of $2,112,000, as well using the net cost savings achieved through the divesture of non-core business lines.

Research, Strategy and Communications and Corporate Services budget variances essentially offset each other which were due to the transfer of Corporate Communications from Corporate Services to Research, Strategy and Communications.

In 2014/15, funds transferred from Government to Destination BC increased $2.084 million to offset Destination BC's facilities and information technology services costs provided through Shared Services BC.

Financial results for the year ended March 31, 2015 and financial overview for 2015/16 to 2016/17:

$ millions	2012/13 Actual[1]	2013/14 Actual	2014/15 Budget	2014/15 Revised Budget	2014/15 Actual	2014/15 Variance[2]	2013/14 - 14/15 Variance	2015/16 Budget	2016/17 Budget
Operating Revenue ($000)									
Government transfers	NA	48.890	50.974	50.974	50.974	0.000	2.084	51.024	51.054
Deferred government contributions	NA	0.406	0.760	0.760	0.442	(0.318)	0.036	667	751
Other revenue	NA	3.347	3.052	2.652	3.256	0.204	(0.091)	960	960
Total Revenue	**NA**	**52.643**	**54.786**	**54.386**	**54.672**	**(0.114)**	**2.029**	**52.651**	**52.765**
Operating Expenses ($000)									
Global Marketing	NA	25.844	26.213	27.447	28.659	(2.446)	(2.815)	31.195	31.225
Destination and Industry Development	NA	22.220	21.211	19.509	18.999	2.212	3.221	14.336	14.336
Research, Strategy and Communications	NA	1.152	1.381	2.094	2.044	(0.663)	(0.892)	1.893	1.893
Corporate Services	NA	2.812	5.221	4.576	4.427	0.794	(1.615)	4.560	4.560
Amortization	NA	0.406	0.760	0.760	0.442	0.318	(0.036)	667	751
Total Expenses	**NA**	**52.434**	**54.786**	**54.386**	**54.571**	**0.215**	**(2.137)**	**52.651**	**52.765**
Net Income from Operations	**NA**	**0.209**	**0.000**	**0.000**	**0.101**	**0.101**	**(0.108)**	**0.000**	**0.000**
Capital Expenditures	**NA**	**2.314**	**1.300**	**1.300**	**0.475**	**0.825**	**1.839**	**TBD**	**TBD**
Total Liabilities	**NA**	**12.530**	**10.952**	**10.952**	**12.993**	**(2.041)**	**(0.463)**	**10.285**	**9.534**
Accumulated Surplus / Retained Earnings	**NA**	**0.209**	**0.000**	**0.209**	**0.310**	**0.310**	**0.101**	**209**	**209**

(1) Destination BC commenced operations on April 1, 2013.
(2) Actual vs. Original Budget

Management's Report

Management's Responsibility for the Destination BC Corp. Financial Statements

The Destination BC Corp. financial statements have been prepared by management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the Destination BC Corp. financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the Destination BC Corp financial statements. A summary of the significant accounting policies are described in Note 2 to the Destination BC Corp. financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. Destination BC Corp.'s system of internal controls places reliance on certain of the Ministry of Jobs, Tourism and Skills Training internal controls, particularly with respect to the processing and recording of transactions. Destination BC Corp. has received representation from the ministry regarding the effectiveness of these controls.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities through the Board. The Board reviews internal Destination BC Corp. financial statements on a quarterly basis and external audited Destination BC Corp. financial statements yearly. The Board also discusses any significant financial reporting or internal control matters prior to their approval of the Destination BC Corp. financial statements.

The external auditors, Office of the Auditor General of British Columbia, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the Destination BC Corp. financial statements. The external auditors have full and free access to financial management of Destination BC Corp. and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Destination BC Corp. financial statements.

On behalf of Destination BC Corp.

Marsha Walden
Chief Executive Officer

Dean Skinner
Chief Financial Officer

May 13, 2015

Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Destination BC Corp., and
To the Minister of Jobs, Tourism and Skills Training, Province of British Columbia

I have audited the accompanying financial statements of Destination BC Corp. ("the entity"), which comprise the statement of financial position as at March 31, 2015, and the statement of operations, statement of remeasurement gains and losses, statement of changes in net financial debt and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with the accounting requirements of section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

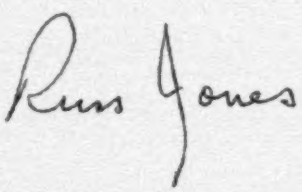
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies

used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

In my view, the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion
In my opinion, the financial statements of Destination BC Corp. for the year ended March 31, 2015, are prepared, in all material respects, in accordance with the accounting
requirements of section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia.

Emphasis of Matter
Without modifying my opinion, I draw attention to Note 2a to the financial statements which discloses that the accounting requirements of section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia are in accordance with Canadian public sector accounting standards except in regard to the accounting treatment of government transfers.
Note 16 to the financial statements discloses the impact of these differences.



Victoria, British Columbia
June 2, 2015

Russ Jones, CPA, FCA
Deputy Auditor General

Audited Financial Statements

Destination BC Corp.
Statement of Financial Position
[$000s]

	Note	March 31, 2015	March 31, 2014
Financial assets			
Cash and cash equivalents	3	10,412	5,394
Accounts receivable	4	526	577
Due from Ministry of Jobs, Tourism and Skills Training		0	4,547
		10,938	10,518
Liabilities			
Accounts payable and accrued liabilities	5	3,749	7,090
Due to Ministry of Jobs, Tourism and Skills Training		5,354	0
Due to the Public Service Agency		936	874
Deferred revenue	7	2	1,172
Deferred capital contributions	8	2,952	3,394
		12,993	12,530
Net financial debt		(2,055)	(2,012)
Non-financial assets			
Tangible capital assets	9	1,941	1,908
Prepaid expenses		376	276
Security deposits		58	58
		2,375	2,242
Accumulated surplus		320	230
Accumulated surplus is comprised of:			
Accumulated operating surplus		310	209
Accumulated remeasurement gains		10	21
		320	230
Contractual obligations	10		

The accompanying notes are an integral part of these Destination BC Corp. financial statements.

Signature Andrea Shaw, Board Chair

Signature Laird Miller, Chair, Finance & Audit Committee

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Destination BC Corp.
Statement of Operations
[$000s]

	Note	Budget (Note 15)	March 31, 2015	March 31, 2014
Revenues				
Government transfers	12	50,974	50,974	48,890
Program revenue	17	3,052	3,149	3,321
Interest income		0	73	26
Gains on Foreign Exchange		0	34	0
Capital contribution	8	760	442	406
		54,786	54,672	52,643
Expenses	13			
Global Marketing		26,213	28,659	25,844
Destination and Industry Development		21,211	18,999	22,220
Research, Strategy and Communications		1,381	2,044	1,152
Corporate Services	14	5,221	4,427	2,812
Amortization		760	442	406
		54,786	54,571	52,434
Annual operating surplus		0	101	209
Accumulated operating surplus, beginning of year		209	209	0
Accumulated operating surplus, end of year		209	310	209

Destination BC Corp.
Statement of Remeasurement Gains and Losses
[$000s]

	March 31, 2015	March 31, 2014
Opening balance	21	0
Unrealized gains on foreign bank accounts	23	21
Amount of foreign exchange reclassified to the Statement of Operations	(34)	0
Accumulated remeasurement gains, end of year	10	21

The accompanying notes are an integral part of these Destination BC Corp. financial statements.

Destination BC Corp.
Statement of Change in Net Financial Debt
[$000s]

	Budget (Note 16)	March 31, 2015	March 31, 2014
Annual operating surplus	0	101	209
Acquisition of tangible capital assets	(1,486)	(475)	(2,314)
Amortization of tangible capital assets	760	442	406
	(726)	(33)	(1,908)
Acquisition of prepaid expenses	0	(376)	(276)
Use of prepaid expenses	0	276	21
Acquisition of security deposit	0	0	(58)
	0	(100)	(313)
Effect of remeasurement gains (losses) for the year	0	(11)	21
Increase in net financial debt	(726)	(43)	(1,991)
Net financial debt at beginning of year	(2,012)	(2,012)	(21)
Net financial debt at end of year	(2,738)	(2,055)	(2,012)

The accompanying notes are an integral part of these Destination BC Corp. financial statements.

Destination BC Corp.
Statement of Cash Flows
[$000s]

	March 31, 2015	March 31, 2014
Operating transactions		
Surplus for the year	101	209
Cash and non-cash items included in surplus:		
Amortization of tangible capital assets	442	406
Deferred capital contributions – government	(442)	(406)
Effect of remeasurement gains (losses) for the year	(11)	21
Accounts receivable	51	(577)
Accounts payable and accrued liabilities	(3,341)	7,090
Deferred revenue	(1,170)	1,172
Prepaid expenses	(100)	(255)
Security deposits	0	(58)
Due to/from Ministry of Jobs, Tourism and Skills Training	9,901	(768)
Due to Public Service Agency	62	874
Cash used in operations	5,493	7,708
Capital transactions		
Cash used to acquire tangible capital assets	(475)	(2,314)
Increase in cash and cash equivalents	5,018	5,394
Cash and cash equivalents at beginning of year	5,394	0
Cash and cash equivalents at end of year	10,412	5,394

The accompanying notes are an integral part of these Destination BC Corp. financial statements.

1. Nature of Operations

Destination BC Corp. (the Corporation) is a provincial Crown corporation initially created under the *BC Business Corporations Act* on November 2, 2012, and subsequently confirmed under the *Destination BC Corp. Act*, which received Royal Assent in March 2013.

The Corporation reports to the Legislative Assembly through the Ministry of Jobs, Tourism and Skills Training. The accumulated operating surplus includes 1 issued share of Destination BC Corp., value $1, which is held by the Province of British Columbia.

The purposes of the Corporation are to:

a) market British Columbia domestically, nationally and internationally as a tourist destination;
b) promote the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the industry;
c) provide advice and recommendations to the minister on tourism-related matters; and
d) enhance public awareness of tourism and its economic value to British Columbia.

The Corporation commenced operations on April 1, 2013.

The Corporation is exempt from federal and provincial income taxes but is subject to the federal goods and services tax and provincial sales tax.

2. Summary of Significant Accounting Policies

a. Basis of accounting

These Destination BC Corp. financial statements are prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act (BTAA)* of the Province of British Columbia which requires that financial statements be prepared in accordance with Canadian public sector accounting standards except in regard to accounting for government transfers as presented in Note 18.

b. Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets.

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Furniture and equipment	5 years
Websites, hardware and software	5 years
Photocopiers	6 years

Assets under development are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to Destination BC Corp.'s ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than

their net book value. The net write-downs are accounted for as expenses in the Destination BC Corp. statement of operations.

Intangible assets, such as copyrights, trademarks, etc. are not recognized in these financial statements.

c. Employee future benefits

i. The employees of Destination BC Corp. belong to the Public Service Pension Plan, which is a multi-employer joint trustee plan. This plan is a defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding.
The joint trustee board of the plan determines the required plan contributions annually.

Destination BC Corp.'s contribution to the plan is recorded as an expense for the year.

ii. The costs of insured benefits reflected in these financial statements are the employer's portion of the insurance premiums owed for coverage of employees during the period.

iii. The cost of non-vesting sick leave benefits are determined using management's best estimate of salary escalation, accumulated sick days at retirement, long-term inflation rates and discount rates.

d. Prepaid expenses

Prepaid expenses include items which are charged to expenses over the periods expected to benefit from them.

e. Revenue recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability, including capital contributions which are recognized as revenue to match the amortization expense in accordance with Section 23.1 of the BTAA. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Revenue related to fees or services received in advance of the fee being earned or the service is performed is deferred and recognized when the fee is earned or service performed.

f. Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

Transfers include entitlements, grants and transfers under shared cost agreements. Grants and transfers are recorded as expenses when the transfer is authorized and eligibility criteria have been met by the recipient.

g. Foreign currency translation

Foreign currency transactions are translated at the exchange rate prevailing at the date of the transactions.

Monetary assets and liabilities included in the fair value measurement category denominated in foreign currencies are translated into Canadian dollars at the exchange rate prevailing at the financial statement date. Unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses. In the period of settlement, realized foreign exchange gains and losses are recognized in the statement of operations, and the cumulative amount of remeasurement gains and losses is reversed in the statement of remeasurement gains and losses.

h. Cash and cash equivalents

Cash and cash equivalents are entirely funds in bank accounts and therefore subject to an insignificant risk of change in value, other than potential exchange gains or losses on the overseas bank accounts as described in Note 11.

i. Financial instruments

Financial assets and financial liabilities are measured at cost or amortized cost.

j. Measurement uncertainty

The preparation of Destination BC Corp. financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the Destination BC Corp. financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of capital assets, rates for amortization, provision for doubtful accounts.

Estimates are based on the best information available at the time of preparation of the Destination BC Corp. financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these Destination BC Corp. financial statements. Actual results could differ from these estimates.

3. Cash and Cash Equivalents

Destination BC Corp. had unrestricted cash consisting of the following:

	(in $ thousands)	
	March 31, 2015	March 31, 2014
Royal Bank of Canada	10,310	4,994
Lloyds of London	16	180
Bank of Tokyo	86	220
Total	10,412	5,394

4. Accounts Receivable

	(in $ thousands)	
	March 31, 2015	March 31, 2014
Accounts receivable	533	590
Less provision for doubtful accounts	(7)	(13)
Net Accounts Receivable	526	577

5. Accounts Payable and Accrued Liabilities

	(in $ thousands)	
	March 31, 2015	March 31, 2014
Accounts payables and accrued liabilities	3,294	6,686
Accrued vacation pay	455	404
Total	3,749	7,090

6. Employee Future Benefits

Destination BC Corp. and its employees are subject to the *Public Service Act* and benefits are managed through the Public Service Agency. Destination BC makes contributions to the PSA who administers payment of benefits to employees to whom the act applies.

Other employee benefits available to employees of Destination BC Corp. are:

a. Retirement benefits

The employees of Destination BC Corp. belong to the Public Service Pension Plan (the "Plan"), which is a multi-employer joint trustee plan. The Public Service Pension Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. Basic pension benefits are based on a formula. The Plan has about 56,000 active plan members, 42,000 retired plan members and 16,000 inactive members.

The latest actuarial valuation as at March 31, 2014, indicated a funding surplus of $194 million for basic pension benefits. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in

aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plan.

No pension liability is included in the Destination BC Corp. financial statements.

Destination BC Corp.'s contribution of $667 thousand (2013/14 - $623 thousand) to the Plan was expensed during the year.

b. Other employee future benefits

Workplace safety and insurance board obligations

Destination BC Corp. is an employer under the *Workers Compensation Act* part 3 ("Act") and, as such, assumes responsibility for the payment of all claims to its injured workers under the Act. Destination BC Corp. does not fund these obligations in advance of disbursement.

7. Deferred Revenue

	(in $ thousands)			
	Balance April 1, 2014	Receipts during year	Transferred to revenue	Balance March 31, 2015
Magazine Subscriptions	1,152	302	1,454	0
Miscellaneous	20	2	20	2
Total	1,172	304	1,474	2

	(in $ thousands)			
	Balance April 1, 2013	Receipts during year	Transferred to revenue	Balance March 31, 2014
Magazine Subscriptions	0	1,883	731	1,152
Miscellaneous	0	20	0	20
Total	0	1,903	731	1,172

8. Deferred Capital Contribution

The deferred contribution consists of a capital contribution from the Province of British Columbia for the purpose of acquiring capital assets. The amount recorded as revenue matches the amortization expense for the year.

9. Tangible Capital Assets

	Furniture and equipment	Websites, hardware and software	2015 Total
Opening Balance	9	2,305	2,314
Opening adjustment	0	46	46
Additions	0	475	475
Disposals	0	0	0
Closing balance	9	2,826	2,835
Opening balance	0	406	406
Opening adjustment	0	46	46
Amortization	1	441	442
Disposals	0	0	0
Closing balance	1	893	894
Net book value	8	1,933	1,941

	Furniture and equipment	Websites, hardware and software	2014 Total
Opening Balance	0	0	0
Additions	9	2,305	2,314
Disposals	0	0	0
Closing balance	9	2,305	2,314
Opening balance	0	0	0
Amortization	0	406	406
Disposals	0	0	0
Closing balance	0	406	406
Net book value	9	1,899	1,908

Cost at March 31, 2015 includes development of websites of $152 thousand (2013/14 - $319 thousand), and $299 thousand (2013/14 - $0) for a corporate financial system, which are considered to be work in progress at year end.

10. Contractual Obligations

Destination BC Corp. has entered into a number of contractual arrangements for the delivery of services in the future, the development of assets, and property leases. These contractual obligations will become liabilities in the future when the terms of the contracts are met. Disclosure relates to the unperformed portion of the contracts.

	(in $ thousands)					
	2016	2017	2018	2019	2020	Thereafter
Property leases	1,999	991	991	991	0	0
Other contractual arrangements	19,293	1,442	24	24	12	12
Total contractual obligations	21,292	2,433	1,015	1,015	12	12

11. Risk Management

Destination BC Corp. is exposed to certain risks from the entity's financial instruments. Qualitative and quantitative analysis of the significant risks from Destination BC's financial instruments is provided below by type of risk.

i) Foreign exchange risk

The carrying amount of Destination BC Corp.'s foreign currency denominated financial assets at March 31, 2015 is $227 thousand (2013/14 - $435 thousand).

The sensitivity of Destination BC Corp.'s operating surplus (deficit) and remeasurement gains (losses) due to changes in foreign exchange rates between the Canadian dollar and US dollar, British pound, and Japanese yen can be summarized as follows:

A 5% change in exchange rates ($US, GBP, JY) will have a cumulative positive or negative impact on the remeasurement gains or losses of CDN$11 thousand.

ii) Interest rate risk

The sensitivity of Destination BC Corp.'s operating surplus (deficit) and accumulated remeasurement gains (losses) due to changes in the interest rate is minimal as it carries no debt.

12. Government Transfers

	(in $ thousands)	
	March 31, 2015	March 31, 2014
Revenue:		
Province of British Columbia	50,974	48,890
Expenses:		
Shared cost agreements	11,759	14,598
Municipalities and local governments	1,936	1,907
Service providers	284	424
General	1	150
Total government transfers	13,980	17,079

13. Expenses

The following is a summary of expenses by category:

	(in $ thousands)	
	March 31, 2015	March 31, 2014
Government transfers - note 12	13,980	17,079
Advertising	10,315	9,085
Salaries and wages	8,057	7,067
Professional services	8,029	7,044
Information systems	3,633	3,857
Office and business	3,381	3,473
Rental expenditures	2,317	337
Employee benefits	1,920	1,645
Support services	1,142	1,317
Travel	681	541
Amortization	442	406
Other	331	99
Materials and supplies	271	386
Board expenses	71	98
Total expenses	54,571	52,434

As of March 31, 2015, Destination BC Corp.'s actual expenses did not exceed its legislated expenses limit.

14. Related Party Transactions

Destination BC Corp. is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities considered to be in the normal course of operations, are recorded at the exchange amounts, predominantly under prevailing trade terms.

Destination BC Corp. had the following transactions with the government and other government controlled organizations:

	(in $ thousands)	
	March 31, 2015	March 31, 2014
Grants from the Province*	50,974	48,890
Amounts paid to the Ministry of Jobs, Tourism and Skills Training	1,000	1,000
Amounts paid or due to the Ministry of Finance:		
Payroll	8,969	8,712
Building Occupancy Costs	2,274	0
Information Technology Services	719	0
Legal Services	254	87
Rent for UK office	108	75
World Host Online Workshop	105	0
Postage, supplies, printing	93	80
Audit Fees	60	0
BC Stats	49	0
Corporate Communications	12	0
Insurance Premiums	11	0
Other (including bank charges)	6	3

*Grants from the Province increased by $2,084 thousand as funds were transferred by Shared Services BC to Destination BC Corp. related to facilities and technology services for which Shared Services BC commenced charging Destination BC Corp. effective April 1, 2014. These new expenses, which are offset by the funds transferred, are predominantly charged against the Corporate Services division and therefore result in the large increase in expenses between 2013/14 and 2014/15.

Destination BC Corp., and its predecessor organizations, has historically entered into a contract with the Kicking Horse Mountain Resort to operate a visitor centre. During the previous year, a new Director was appointed to the Board of Destination BC Corp., who is an officer of the company which owns the Resort.

15. Budgeted Figures

Budgeted figures from the 14/15 Service Plan have been provided for comparison purposes. During the year the Board of Directors approved re-allocations of the divisional budgets for a more accurate presentation.

The following adjustments were made:

	(in $ thousands)
Global Marketing	1,234
Destination and Industry Development	(1,702)
Research, Planning and Evaluation	713
Corporate Services	(645)
Program Revenue	400
	0

16. Impact of accounting for Government Transfers in accordance with Section 23.1 of the *Budget Transparency and Accountability Act*:

As noted in the significant accounting policies note 2(a), Section 23.1 of the *Budget Transparency and Accountability Act* and Restricted Contributions Regulation 198/2001 requires Destination BC to recognize government transfers for capital assets into revenue on the same basis as the related amortization expense. As these transfers do not contain stipulations that create a liability, Canadian public sector accounting standards would require these grants to be fully recognized into revenue.

The impact of this difference on the financial statements of Destination BC is as follows:

- Year ended March 31, 2015 – increase in revenue and annual surplus by $39 thousand.
- As at March 31, 2015 – increase in accumulated surplus by $1,947 thousand and a decrease in deferred capital contributions by $1,947 thousand.

17. Program Revenue

Destination BC Corp. earned the following program revenues during the year:

	(in $ thousands)	
	March 31, 2015	**March 31, 2014**
BC Magazine	1,799	1,324
Reservations, commission and listings	799	1,362
Merchandise sales, royalties and other	293	248
WorldHost	258	387
Total program revenue	3,149	3,321

18. Comparative Figures

Certain comparative figures, have been restated to conform to current year's presentation.

Appendix A: Additional Information

Corporate Governance

Destination BC is governed by a Board of Directors that is responsible to the Minister of Jobs, Tourism and Skills Training for the implementation of government direction. The Board's direction is implemented by management, which carries out the day-to-day operations of the Corporation under the supervision of the Chief Executive Officer. For more information on Corporate Governance, please see our web pages on Leadership and Tourism Marketing Committee.

Organizational Overview

For an over view of Destination BC please see Destination BC's Organizational Overview